

Major Recommendations

Comments

1. DCO be commended.

No Comment.

25X1A  
Hold  
up  
I.G.  
2. DD/S direct revision of [REDACTED] to include definition of Office of Communications responsibility in ELINT field and other special activities be covered.

No objection but question the real necessity for the proposed revision. Present wording appears already to cover the Supplemental Program activities.

25X1A  
Hold  
up  
3. DCI instruct CIA ELINT staff officer to prepare Agency Regulation on ELINT; supplement with Instructions, Directives and [REDACTED] Regulations as required.

Concur, but not a matter for OC action.

4. a. DCI direct that no further support commitments be accepted by OC unless it is clearly shown that current capability can provide without deterioration of staff communications system.

Concur but am not optimistic as to the practicability of realistic enforcement.

25X1A  
Mun  
KDP  
Cut down  
on  
Costs  
b. Immediate action be taken to reduce cable traffic.

Requires further discussion and study before appropriate comments can be made.

25X1A  
c. DD/S and DD/P be directed to review all Clandestine Services programs and projects with required communications support and terminate those of questionable value to conserve OC capability wherever possible.

Concur, but not a matter for OC action.

25X1A  
Ch  
w/Col  
d. DD/S, DD/P and DCO conduct a study on feasibility of establishing an Agency, world-wide courier pouch service, with specific reference to its cost as opposed to resulting economies in the Agency's staff communications system.

Do not believe that this office should participate as a member of the committee, however, should stand ready to assist with regard to statistics on comparative costs.

5. a. The DCI direct DD/P, DD/S, DD/I to jointly review CIA participation in COMINT collection with respect to:

Effect on the over-extension of OC total capabilities to maintain Agency staff communications and other Agency support commitments.

The discontinuance of those COMINT collection projects conducted on behalf of NSA.

The re-establishment of any retained on a reimbursable basis with NSA.

Concur. A general review of CIA participation in COMINT collection would be timely and valuable. There are several areas of current CIA activity on behalf of NSA in which a measure of relief appears possible and desirable. Further, such relief would permit collection effort to be diverted to targets and areas more directly in support of CIA objectives,

6. a. OC, prior to 1 Jul 56, actually conduct a test drill utilizing the "package station" stored

b. Contact be established, political conditions permitting, with stations in those geographic areas where it is anticipated agent circuits would be worked during wartime

c. Accurate time schedules for erection and activation should be maintained.

d. The DCI and DD/P be rendered a special report on the general results of the test.

e. More extensive use of these "package stations" be approved only after a realistic exercise producing satisfactory results have been accomplished.

f. The DCO plan for establishment of a war-time major base facility located so as to service

a. b. c. d. - Personnel situation at the stations that would be involved in the proposed test are currently seriously under strength and such a test at this time would have a serious deleterious effect on current activities on staff communications. Tests will be conducted as early as personnel situation permits.

Do not concur. We must accept the present status on a calculated risk basis.

25X1A

Do not concur if recommendation

25X1A2d2

being given to improvement of such facilities but cannot be completed until over all Agency war plans

for the area are crystallized.

g. That the use of a "packaged" station for this purpose be considered subject to the recommendations above.

Do not concur on basis of review mentioned in (f) above. Believe non-fixed station capability is the best solution.

7. a. The DCO establish a tentative date for the abolishment of the Supplemental Programs Division (expiration of FY 1957) and to phase the responsibilities into the established units of OC.

b. Action be taken immediately to transfer the OC ELINT responsibilities from SP Division to the O & T Division.

c. The specialized organizational considerations shown to supplemental programs not be extended beyond OC Headquarters.

a. b. c. - Do not concur. The IG recommendations of this, and other sections following, would only serve to distribute to other elements and divisions of OC the functions and responsibilities of SPD. Because of the inter-relationships of the SPD activities (including projects) such a dispersal would result in less coordinated over-all action and an increase in man-hours required for the work. Those divisions would require increased staffs to absorb the workload if the SP Division were to be abolished. An effort has been made, and is being continued, to widen the base of OC division participation in SPD activities. At Headquarters, upon the inception of new activities of scope and complexity comparable to Projects Aquatone, [REDACTED] the maximum of coordinated effort is essential and in my opinion requires the establishment of a special staff activity. On the contrary, in the field, where operations constitute the entire effort, an organization similar to that which I have established in Headquarters is neither desirable nor necessary. The present overseas staffs do not have the depth and flexibility to absorb these additional responsibilities. Assignment of specialists in the SP fields to overseas staffs appears to be the only solution, but this does not constitute an organizational change.

25X1A2d2

8. The DCO take action to reassign the following responsibilities to the Chief Administrative Staff:

a. The Personnel Screening Board which should be abolished.

The function of the Screening Board, which I consider to be essential as a tool of management, are entirely too complex to be assigned to a single individual or staff.

b. The budgetary function now assigned to the Plans & Policy Staff.

*Budget?*

It is believed that the programming & planning function as regards the budget is an important responsibility of command and therefore is properly placed in the P & P Staff.

*DD/S*  
c. The "message center" function being performed by the OC Registry under the direction of the Executive Officer.

Do not concur at this time on the basis that control of correspondence is a function of command.

9. a. The DD/S undertake action to obtain for OC sufficient super graded positions at both Headquarters and major field areas commensurate with its responsibilities and equitable Agency treatment.

Concur. I have already submitted recommendations to the DD/S covering additional super-grades for the Office of Communications.

*DD/S*  
b. DD/S direct the Director of Personnel to undertake a classification & wage survey of all positions in OC giving due weight to the common denomination factors mentioned above and the current "labor market" for trained communications and electronic engineering personnel.

Concur. OC will be pleased to cooperate with the Office of Personnel

*DD/S*  
c. DD/S direct the Director of Personnel to conduct the wage and classification review in such a fashion that the non-technical positions with OC, e. g., administrative, secretarial, and clerical, be studied not only from the absolute basis, but on a basis of comparison with similar positions in other Agency components.

Concur.

10. a. The DCO set up a criteria for Headquarters and Field use by OC of RYBAT for personnel cases.

Concur. Action already being taken.

*DD/S*  
b. RYBAT-MEDIC, in lieu of RYBAT, be assigned to any case involving medical problems.

It is not clear whether this recommendation proposes the elimination of the COMMO slug where medical problems involve OC personnel are the subject of communications. If so, this office does not concur except in instances of purely technical medical subjects being transmitted.

OK  
c. RYBAT indicators no longer be used in cases involving marriage of OC employees to foreign nationals unless sensitive security factors are present.

c. The authority to convene RYBAT panels be restricted to the DCO or DDCO

- OK  
11. The DCO advise the DD/S the names and backgrounds of senior OC personnel qualified to assume greater Agency responsibility and that the DD/S consider them as candidates for executive placement.

Concur. This has been made a part of the action to be taken under 10a above.

It has been the policy since the first use of panels that they were called only with the authorization of the DCO.

Concur in the principle behind the recommendation. Action to reassign such individuals as are in my opinion qualified to assume greater responsibility would result in the transfer of almost all of the senior officers of this office. I consider it my personal responsibility to be mindful not only of where an individual can best contribute to the overall interest of the Agency, but also of the best interest in the future of the individual.

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Other Recommendations

Comments

- 25X1A1d  
OK  
1. The regular twice weekly Telecon service be discontinued and a firm commitment be obtained from [REDACTED] to furnish the necessary Telecon channels on call, and the present equipment be kept in readiness for emergency use.

25X1A1d

Personally I question the validity of the requirement for the telecons now being conducted. However, I do not consider it my responsibility to determine the validity. With respect to that part of the recommendation which proposes that arrangements be made with the [REDACTED] for "on-call" service, it is my opinion that is most unlikely that this will be feasible. It is necessary to schedule circuits well in advance and for telecons "on-call" probably wouldn't work.

- Account  
is being  
on this  
OK  
2. The Director of Security re-evaluate the position of his office on amateur radio operations by Agency employees.

Concur. Action recommended is to be taken by the D/SO who has already started initial steps. The OC will continue to work on this subject with the Office of Security as required.

- 25X1A2d2
3. a. The DCO appoint senior officer as member of his staff for Project [REDACTED] to devote his full time to the administration of OC support to the Project.

Do not concur. A relatively senior officer has been designated as the point of contact with the Staff D element of the Project on all matters of administration and support and thru this officer, the Chief of the Admin. Staff and as appropriate, other chiefs of divisions and staffs, administrative and support problems receive adequate attention. I cannot help noting in passing that this recommendation seems somewhat inconsistent with views expressed elsewhere concerning the tendency within the Agency to work on a project basis.

25X1A2d2

- Do this  
L30*
- b. DD/S authorize the D/LO to provide adequate safe transportation to women employees on Project [REDACTED] required to travel to and from work during the late hours of darkness.

Concur, but not a matter of OC action. This recommendation should be applied across the board to all activities which have women employees working night shifts. The OC will be pleased to work with the designated action element in solving the present problem.

- See in  
Enclosure*
4. DCO should establish the policy that individuals will be assigned to the positions of Headquarters divisions and staffs for a minimum period of 4 years. He should also require that his senior officers review panel recommend the length of tour for the chief of each of the OC field areas.

Concur with reservations as to the correctness of the establishment of a 4 year tour at Headquarters. It would appear that a 3 year tour at Headquarters balanced against a generally applicable 2 year tour with a recommended optional third year for overseas positions would be more desirable. Partial action in this regard has already been taken and will be completed in the near future.

- OK*
5. A career panel be established in the SP Division having responsibilities similar to those of the other division career panels.

Concur. Action will be taken. Career Service matters now handled on informal committee basis by Deputy Division Chief.

- OK*
6. The DD/S should determine whether the best interests of OC are served by confirming the prerogative to the DCO to designate his own senior administrative officers or whether the interests of the Agency and OC would be better served by appointing the DD/S to this prerogative.

OC strongly prefers its present administrative arrangement under which, as the report indicates, a broadening of all senior OC career personnel is achieved. However, I recognize the logic of this recommendation and would support the assignment of a suitable qualified administrative officer as

7. The DD/S make space available for the OC Registry by the relocation of Finance Division.

8. The DCO issue a "priority" statement of the functions and responsibilities of the OC Administrative Staff.

9. DCO and Chief OC-E detail more maintenance men to the Wire Systems Section of OC-E and consider establishment of a single section within the Plant Engineering Branch.

10. Chief OC-E "immediately" transfer on temporary basis if necessary, at least two men to T & I to resume testing plus assignment of one man full time to crystal lab.

11. DCO and Chief OC-E reconsider the decision not to include the R & D Lab in the total space allocation for O/C in the new building.  
It is further recommended that serious consideration be given to creation of from 3 to 4 T/O positions in the Lab at sufficiently high grades level to enable the Lab to compete with private industry for talent.

12. The DCO and Chief OC-E consider the reorganization of the Plant Engineering Branch.

as agreed with the DD/S

Concur.

Concur. Action will be taken in the immediate future but in accordance with the views expressed in our comments on Major Recommendation No. 8 above.

Concur. Additional maintenance personnel will be assigned as soon as they can be recruited. However, this will be at the expense of other T/O positions in the Engineering Div. This is robbing Peter to pay Paul and in the end will require an increase in ceiling. With regard to establishment of a single Wire Maintenance Section within PEB, see comments under Recommendation 12 below.

Concur, however, lack of bodies and lack of slots prevents accomplishment. As an interim relief measure, individuals processing for overseas assignments (awaiting [REDACTED] et al) 25X10 are being utilized.

I concur in the desirability of having the laboratory in the new building. However, I haven't the least optimism that this can be accomplished. Action is being taken with regard to higher grades.

Concur. Action in this regard is under consideration.

13. The DCO and Ch. OC-E give consideration to effecting centralization of such modification and fabrication and fabrication activities as are consistent with the physical location of the R & D Lab.

We concur in the desirability and to the extent it is feasible, we will work toward this end.

14. The Ch. OC-E provide DCO and DD/S with specific and detailed case history reflecting lack of support and general difficulties encountered with Director of Logistics.

Do not concur. It would seem to be much more sound to have an investigation of the present system and relationships made by a disinterested Agency element. The proposal that one DD/S component should prepare a case against another DD/S component does not appear to be sound. On the contrary, I prefer to continue as I am at present doing, preparing constructive criticism.

*Follow this up on the 1st of April*

15. The existing OC directive which places [redacted] Senior Communications Officer in the chain of command between the [redacted] and the American Activities Branch be rescinded and replaced by specific and precise directive maintaining the delineation between operational command channels and administrative support.

Concur, the directive will be revised.

*OK*

16. DCO should take action to develop a comprehensive "cross-training" program suitable for integration with OC Career Service Program and announce to all OC personnel.

Concur. Cross-training has been an approved plan within the OC for some time. As the report acknowledges, implementation under present circumstances is not generally feasible.

17. a. DCO assure that new Chief of OC-S hold his job long enough to establish a sense of continuity.

Concur, action taken.

17. b. DCO appoint a full time Deputy Chief of OC-S.

Concur, action taken.

17. c. The status of Branch Chiefs in OC-S should be reviewed.

Concur, action taken.



OK 18. DCO should request Chief Management to conduct study to see if the work done by the IBM unit could be done by Machine Records Division of the Comptroller's Office.

Do not concur. The logic of having this unit within the OC has been reviewed or studied several times and its present position consistently confirmed. The DD/P/FI problem will be resolved upon implementation of the approved plans for an IBM unit in the DD/P.

OK 19. a. The Chief S/C be commended for high level of efficiency of staff communications.

Concur. Action will be taken to commend the Chief Signal Center as recommended and to commend other staff personnel who have done equally effective work.

b. The DCO should disseminate a Notice to all OC Signal Center personnel reflecting IG report views regarding achievement and extra effort.

While I concur with the sentiments, with respect to this recommendations, before taking action I would like to discuss it with the IG and will do so at an early date.

20. The DCO should establish a firm and irrevocable policy to govern the assignment, reassignment and transfer of personnel in the S/C to conform to the criteria outlined above.

While I can establish a firm and irrevocable policy with respect to assignment, reassignment and replacement of personnel in the S/C, such policy will mean nothing as long as operating elements of the Agency place demands for cryptographic personnel such as arose in connection with PBSUCCESS and is currently confronting us with Project Aquatone. At any time there is always a finite number of qualified cryptographic personnel and they can do just so much work and no more. There is little elasticity and if planning by the operating elements cannot be done sufficiently in advance to enable us to get authorizations for additional slots, recruit and train the necessary additional personnel, we just have to improvise and "patch up" to meet sudden requirements as is currently the practice.

21. a. DCO and Chief S/C arrange for clearance for a few PBA personnel for char duties in the Signal Center.

Will discuss with Director of Security.

b. Arrange for the assignment of parking spaces to members of the 12-8 shift.

Concur, this has been tried many times but will try again.

21. c. Take action to relocate certain Message Center units from the second floor of the "L" Bldg Wing to contiguous areas so the S/C can expand.

I agree that additional space is required for the S/C. There is a general shortage of space for the Agency as a whole and I will bring this requirement to the appropriate office which is attempting to solve this problem.

22. The DCI approve the consolidation of the Signal Center and the Agency Cable Secretariat/Message Center.

Do not concur at this time. The OC views have been passed to Chief Management Staff in connection with the study prepared by his office.

*For*  
23. DCO rescind the WACS directive as relates to command over elements rather than command at Headquarters and publish one designating as "coordinator of administrative and logistic support."

This is a complex problem and I would like to discuss it further with the IG.

25X1A

*W*  
24. The personnel, finance and supply functions of the [REDACTED] staff be consolidated into one central Administrative Staff and the position be raised to GS-14 level.

Concur in principle and the problem is under study. It should be noted that a GS-14 position has already been authorized.

25X1C4a25.

*done*  
[REDACTED]

Concur in the first half. Action has

[REDACTED]

25X1A6a

25X1A6a  
25X1A7a  
b. DCO and DSO act to assign an experienced physical security officer to [REDACTED] with respect to CIA installation

25X1C4a  
This proposal was discussed with the Chief of [REDACTED] who recommended against its implementation at this time as being unnecessary. 25X1A  
25X1C

26.

Concur, action will be taken as soon

[REDACTED]

25X1C4a

25X1C

25X1C4a27.

25X1A6a

Concur. Action has been taken to conform to practice at hardship posts. It is expected that tours will actually average 26 to 30 months.

25X1A

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25X1A

OK  
34. DCO should establish [REDACTED] as a "priority" for Headquarters support and take decisive action to resolve some of the difficulties which have been theirs since inception.

Concur. Action in this regard had been initiated prior to the survey by the IG and progress is being made.

25X1A1d  
35. DCO implement whatever action is necessary or appropriate with the [REDACTED] to formalize this support service by the Agency.

Concur. Action will be taken

25X1A6a  
36. Use of cable note should be discontinued and all [REDACTED] cables conform with regular procedures.

We concur and action is being initiated with appropriate elements of DD/P.

25X1A6a  
25X1A6a  
37. a. The DD/S authorize the institution of a fast dispatch pouch service between the Registries of [REDACTED] and Washington.

The pouch communications field is outside of the DCO jurisdiction. However, I would like to comment that any improvement in the speed and frequency of pouch service aids our electrical communications system by reducing the number of routine messages now handled by cable. It is understood that this again is under consideration by the DCI.

25X1A  
25X1A  
38. The DCO organize a team composed of technical personnel drawn from the [REDACTED] areas for the purpose of testing and evaluating obsolete and excess communications equipment stockpiled within these areas.

We concur in principle and action to this end has been initiated without the necessity of establishing a team as recommended.